



Masters of Business Administration (MBA) – Semester - 3 Course Teaching Plan

Course Title: Corporate Strategy and Governance
Course Code: 340030302
Course Credit: 4

1. Course Introduction: This course seeks to integrate the skills and knowledge already acquired in various functional areas of management and further helps to develop a general management and leadership perspective, i.e. the capability to view the firm in its totality in the context of its environment. The nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists, organization builders, and change agents are being analyzed.

2. Course Objective:

- To learn the analytical approaches and theoretical perspectives of strategic decisions, strategy making, and implementation under given context.
- To understand and analyse the different industry/business environments and contexts as well as issues related to implementation of strategies
- To develop cross-functional and holistic thinking so as to implement course of actions with appropriate trade-offs under the unplanned circumstances.

3. Course Learning Outcome:

- CLO1: Analyse the internal and external environment of a business, for the purpose of strategizing
- CLO2: Develop critical analytical skills using the tools of strategic management.
- CLO3: Developing strategic approaches to manage businesses in a globally dynamic context
- CLO4: Understanding the significance and role of strategic leaders in facilitating team work for effective strategy implementation

4. CLO –PO Mapping Matrix

	PO1	PO2	PO3	PO4	PO5
CLO1	2	3	2	-	-
CLO2	2	3	2	-	-
CLO3	1	1	1	1	1
CLO4	-	-	-	3	-

Correlation levels: 3= 'High', 2='Medium', 1='Low' and '-' = No correlation

5. Course Contents and Session Plan (45 Hours):

UNIT- I

Session 1-2	Introduction & Overview (CA and SCA), Basics of a strategy.
Session 3-4	Topic Business Models and Strategy · Stakeholders in Business · The I/O Model and Resource-based Model of Above Average Return
Session 5-6	Vision, Mission and Purpose; Strategic Intent Emergent Strategy
Sessions 7 - 11	Environmental Analysis: External and Industry Environmental Analysis using PEST and Porter's Five-Force Model Understanding concepts such as Key Success Factors; Driving Forces
Exam hour	Quiz and Exam
UNIT 2	
Session 12-13	Internal Analysis: Concept of Value Chain SWOT Analysis Resources, Capabilities and Competencies; Dynamic Capabilities Core Competence of Organization
Session 14-15	Strategy Formulation: At Business levels,
Session 16-17	Diversification
Sessions 18-20	Learning-by-doing (Practical Application) Start of the capstone project
Exam hour	Quiz and Exam
UNIT 3	
Session 21-22	Strategy Formulation at Corporate Level: Strategic Alliance and Joint Ventures, Cooperative Strategies Acquisitions and Restructuring ·
Session 23-24	Corporate Restructuring
Session 25-27	· Global Strategy, International Corporate-level and Business-level Strategies
Session 28-29	BCG Matrix, GE Matrix, McKinsey 7s
Exam hour	Exam
UNIT 4	
Session 30-33	Nuances of Strategy Implementation: Corporate Social Responsibility and Sustainability Triple Bottom Line (TBL) approach Balanced Scorecard
34	Strategic Leadership
Session 35-36	Contemporary Topics in Strategy: Management of Change through VUCA Strategic and Corporate Entrepreneurship
Session 37	Blue Ocean Strategy, Blue Ocean Shift Innovation: Grassroots, Jugaad
Sessions 38	Learning-by-doing (completion of the capstone project)
Exam hour	Exam

Unit 5	
Session 39	Corporate Governance:
Session 40	Strategy Lessons : From the Books- The Art of War by SunTzu, Kautilya The Arthashastra by R. Shamasastri
Exam hour	Quiz and Exam

6. Assessment Scheme:

Specific assessment method	% Weightage	Weightage		Theory	Practical
		Faculty	External Expert		
Exam	50%	100%	0	√	√
Coursera (Online course)	10%	0	100%	√	√
Session on Strategy/ /Documentary	10%	50%	50%		√
Capstone Project	20%	100%	0	√	√
Class Participation (Articles and discussions)	10%	50%	0	√	√
	100%				

7. Educational Resources

Educational Resources	Description
Text Book	Strategic Management A South Asian Perspective by Michael Hitt, Robert Ehoskisson, R. Duane Ireland, S. Manikutty
Reference Books	Crafting and Executing Strategy: The Quest for Competitive Advantage Concept and Cases by Arthur A. Thompson, A.J. Strickland, John E. Gamble and Arun K. Jain
	Competitive Advantage: Creating and Sustaining Superior Performance by Michael Porter
Journals/ Magazine/periodicals (Details of specific paper mentioned in the pedagogy with respective topics)	Management Science JOURNAL OF STRATEGIC MANAGEMENT Journal of Trend in Research and Development International Journal of Sustainable Strategic Management, Marketing Intelligence & Planning Journal of Hotel and Business Management

<p>Video lecture (NPTEL, MOOC, you tube lecture)</p>	<p>Video from YouTube:</p> <ul style="list-style-type: none"> <input type="checkbox"/> What is Strategy? - YouTube <input type="checkbox"/> bcg matrix - YouTube <input type="checkbox"/> Michael Porter: Aligning Strategy & Project Management - YouTube <input type="checkbox"/> COMPETITIVE STRATEGY (BY MICHAEL PORTER) - YouTube <input type="checkbox"/> Corporate Strategy: The role of strategy in business - YouTube <input type="checkbox"/> basics of startegy - YouTube <input type="checkbox"/> The Strategy Implementation Challenge - YouTube <p>MOOC courses- Udemy.com – How to be strategic? How to build a strategy? Learn the tools for successful analysis, implementation and follow-up. Alison.com (Strategic Management- Implementing and Evaluating Strategy, Strategic Management-Decision Making Processes and Tools),</p> <p>NPTEL courses - Strategic Management</p> <p>By PD Jose in collaboration with Indian Institute of Management Bangalore (IIMB) (6 week course)</p>
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